

29 May meeting

MEMORANDUM FOR: Deputy Director for Administration

FROM:

DDA/Management Staff

STATINT

SUBJECT:

Administration Directorate Planning

If we--the Administration Directorate--are to provide timely, responsive, and cost-effective support to our customers in the 1982-1986 time frame, what initiatives must we begin to plan for and implement--and at what cost--to ensure that we will have the requisite skills, usable technology, capacity, and organizations in place and available when they are required?

1. In the lexicon of planners, this is a strategic issue or question. When asked of the individual Administration Directorate offices, I imagine that each would identify a number of issues that are fundamental in moving from the provision of current services to the provision of anticipated services--at least some of which, no doubt, would be relatively unchanged from today.

2. When looked at in the aggregate from the Directorate level, these office responses would more than likely fall into two broad categories:

-- those that are unique to our office; and

-- those that overlap existing organizational boundaries.

Analysis of these office responses here and further discussions with your office directors would fairly quickly result in the selection of those actions that are most critical to our ability to provide timely, responsive, and cost-effective support to our customers in the 1982-1986 time frame.

*BEST COPY*

*AVAILABLE*

3. The purpose of this paper is to suggest that you approve the consolidation and modification of your present planning process in a way that will allow you:

- to ask the strategic question posed above;
- to choose, in concert with your office directors, the most critical of the strategic objectives proposed in response to your question;
- to determine which of the strategic objectives should be pursued unilaterally and which should be pursued jointly by two or more of your offices; and
- to track the observable events or milestones identified in the office implementation plans developed to support each strategic objective.

4. In implementing such a "strategic planning process," it would seem to make sense to go three small steps further and:

- link this process with the current MBO process, to the extent that strategic objectives aren't already MBOs (which in some cases they are);
- link the combined strategic planning and MBO processes with a restructured program evaluation process; and
- link all of the above with the Agency's ongoing budget process.

The implementation of the three steps above can be as simple or as difficult and complex as we want to make it. I am suggesting that it can be very simple and still be quite effective.

5. There are, I think, several benefits that accrue from implementing a simple strategic planning process and linking it with other planning processes that are already in being:

- you encourage your office directors to sharply focus, to the extent they are not already doing so, on the services they want to or will need to provide in the next two to seven years that they aren't or can't provide today (the identification of strategic objectives);

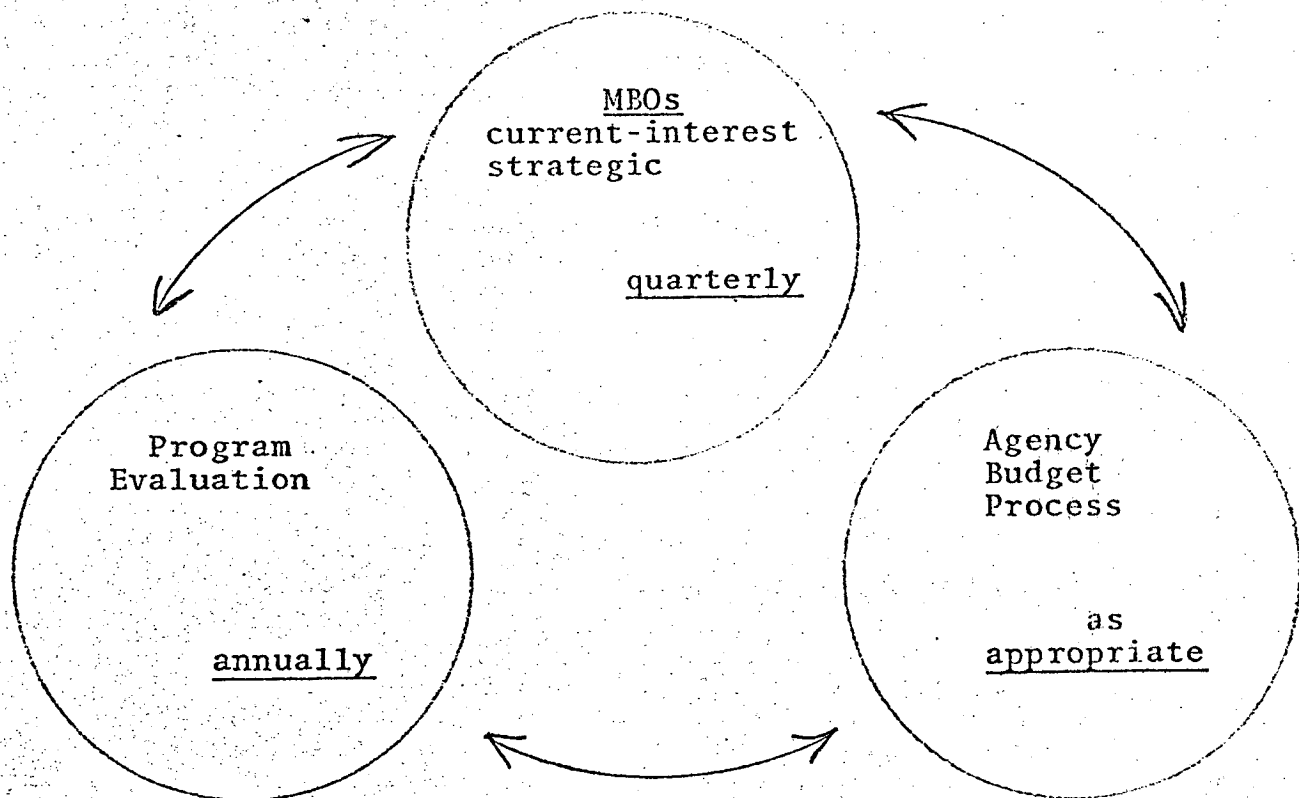
- you increase the planning awareness-level across the Directorate (the single or multi-year planning necessary to achieve the most important [read strategic] objectives);
- you consolidate the tracking of both current-interest and strategic-interest objectives in a single process, to the extent that this is currently not being achieved;
- you increase the degree (and hopefully the effectiveness) of joint planning between offices to the extent that this is currently not being achieved;
- you provide a sharper focus for a program evaluation process;
- you ensure that the resources required to achieve your most important, or your strategic objectives are both identified and protected in your Directorate budget requests; and
- you create another mechanism by which to measure the performance and accomplishment of certain of your Senior Intelligence Service personnel.

6. What I am proposing to you is more a consolidation and fine-tuning of your existing planning system than the wholesale extermination and rebirth of a new and different one. The existing quarterly MBO process should, I think, continue to be the primary Directorate planning vehicle. We can, and I think should, add some strategic objectives to the plates where none or where too few now exist. These added objectives would be supported by implementation, or action plans, just the way existing MBOs are, and would be tracked in the same manner. While the initial identification and selection of strategic objectives would represent a one-time effort, I think that it would be a very worthwhile endeavor at all organizational levels and would, I think, far outweigh any initial disruptions.

7. Once we have integrated strategic objectives into the ongoing MBO process, we can operate the tracking system with minimal increased effort. You will then, in one quarterly session, be able to track, review, and control to the degree you deem necessary, both the current-interest and strategic-interest objectives in each of your offices and staffs. The

way we link this consolidated planning process and a program evaluation process is, it seems to me, less critical and a problem that we don't need to address now. I envision no more than a semiannual process and more likely an annual one, in which the output--your conclusions--would be used in providing guidance, both resource and substantive, back to the offices. The final linkage--to the Agency's budget process--would be the simplest. It would involve each office identifying within its program and budget submissions the placement of the resources necessary to achieve its strategic objectives so that they and we can ensure that they are protected. There are several ways that this can be achieved, all with equal effect.

8. As I am proposing it to you, then, the formal planning system that we would administer at the Directorate level would look something like this:



As mentioned earlier, the two primary innovations are the addition of strategic objectives and the linkage of MBOs to the program evaluation and budget processes.

9. In terms of the office-level implementation of these changes, I foresee no significant increased effort on a continuing basis. As discussed earlier, there will be a one-time effort involving the selection of strategic objectives and a follow-on effort to price out and develop implementation plans, but otherwise I see no additional burden. The offices should, it seems to me, be left to implement whatever planning and tracking mechanisms they feel are necessary to respond to your requirements. The Office of Communications, I expect, will need a much more detailed and sophisticated planning process than will the Office of Medical Services, but each should be left to satisfy their own needs so long as your Directorate-level needs are met.

10. I have prepared and attached for your review a draft of the type of memorandum I would suggest sending to your office directors to initiate these changes. If you agree with the concept, however, there are several options available to you insofar as the offices are concerned.

11. I am available to discuss this proposal with you at your convenience.



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Attachment: